

## Te Pou Apaarangi Skills Matrix

Te Pou Apaarangi Skills Matrix<sup>36</sup> (TPA) is a tool designed to assist Māori organisations and planners to strategically consider and analyse representation of skills and experience required on a governing body. This tool can be used to study existing entities for instance, trust boards and Māori businesses or it can be used to help plan the governance of a new venture. In doing this, an analysis of the following is possible:

- (a) The current skills on the board;
- (b) Identification of gaps and risks; and
- (c) Plan to obtain the future skill types.

### Te Pou Apaarangi Limitations

The TPA tool does not determine whether the skill mix is right or wrong, it merely highlights where the skill set and experience reside. Understanding the actual skills and experiences of the board allows the identification of strengths, possible skill gaps and areas of risk with regard to decision making. The TPA does not determine the calibre or behaviour of those on a board. That domain resides in human resource policy and an organisation's selection processes.

### Rationale

The literature review combined with the ten case studies illustrates that skills and experience of a board has a profound influence on decision-making and policy. For instance, a board with a heavy cultural and social leaning may devote more attention to these types of activities at the expense of commercial and business matters. The reverse is also applicable. A board containing a balanced range of skills and experiences would be more likely to reach more considered decisions and policy.

Who can use the TPA tool?

The tool can be used by:

- 1. Shareholders; or
- 2. Board members; or
- 3. Beneficiaries.

### Using the TPA

- a. Before identifying the ideal or actual skill/experience mix, it is important that the organisation is clear on its business and core purpose. This is important because it informs the skills/experience the organisation will require to realise its core purpose.
- b. The TPA spans a continuum of commerce and business, management, politics and small enterprise, then to social, cultural and community services.
- c. The tool has seven skill types; however an organisation can modify these if it provides greater clarity and understanding.

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<sup>36</sup> Te Pou Apaarangi Matrix (TPM) was developed by Federation of Maori Authorities in conjunction with Wayne Thomas Tamerangi Mulligan in 2003. The TPM is based on a study of governance and is an extension to Wayne Mulligan's Master of Management Thesis.

# Te Pou Apaarangi

Commerce and Business			CONTINUUM				Community and Social						
Commercial		Professional		Business Management		Political		Small Enterprise		Government Services		Cultural	
Skill Type		Skill Type		Skill Type		Skill Type		Skill Type		Skill Type		Skill Type	
- Finance & Investment - Venture Capital - International Business		- Legal - Accountancy - Valuation - Consultant - Engineering		- Entrepreneur - Senior Executive - Policy Analysis		- Councillor - Lobbyist - Politician - Advocate		- Owner Operator - Manager Local Business		- Education - Health - Social - Justice - Courts		- Kaumatua - Marae - Tikanga - Te Reo	
Ideal													
Actual													

Example:

A Māori organisation is about to receive a large Treaty Settlement and will develop a range of commercial, business, investment and social programmes. The board consists of 11 members. The aim is to get a board that has the skill/experience to achieve the core purpose.

Commerce and Business			CONTINUUM				Community and Social								
Commercial		Professional		Business Management		Political		Small Enterprise		Government Services		Cultural			
Skill Type		Skill Type		Skill Type		Skill Type		Skill Type		Skill Type		Skill Type			
- Finance & Investment - Venture Capital - International Business		- Legal - Accountancy - Valuation - Consultant - Engineering		- Entrepreneur - Senior Executive - Policy Analysis		- Councillor - Lobbyist - Politician - Advocate		- Owner Operator - Manager Local Business		- Education - Health - Social - Justice - Courts		- Kaumatua - Marae - Tikanga - Te Reo			
Ideal	X			X	X		X			X	X		X		
Actual															

The example demonstrates that a wide and balanced range of skills would be preferred. This would see the board obtain commercial, professional, business skills and combine these with political, small enterprise.